

Waste Management Program Redesign Implementation Project: Program Structure

<p>Overview: This project is responsible for planning and implementing the organizational and staffing changes recommended in the redesign report, including reducing the sections in the bureau from 4 to 3 and developing a mechanism to do the work previously performed by standing teams. Mike Degen and Larry Lynch are leading this workgroup.</p>		
Due Date	Milestones	Status/Summary
3/30/05	Workgroup Meeting Minutes	The issue of the future of teams in the program was raised. The group will need to find a way to continue the good work the teams have accomplished, especially in strengthening regional/central office relationships. Using the proposed bureau structure as a template the group began discussing how to reallocate the roughly 20 staff in central office. We may not be able to fully implement the revised structure due to limited staffing and "mismatched" skills. The group will identify priority needs that should be filled whenever vacancies occur. Three subgroups were formed to deal with the three sections: Aggie, Colleen and Gretchen will work on Business Support. Larry, Len and Janet will work on Hazardous Waste. Jack, Ken, and Jane will work on Solid Waste and Recycling.
4/06/05	Workgroup Meeting Minutes	It was decided that this workgroup will look at: operational and structural changes of the bureau; regional structure; and will keep in mind diminishing resources and need for continued environmental protection. Initial plan is for 3 groups: 1) Active Landfill Team (8 engineers and 8 hydros); 2) Closed Landfill Team (3 engineers and 3 hydros); 3) Hazardous Waste Team of 2 positions and 1 hydro. Reports were provided by subgroup members. Solid Waste and Recycling Section to consist of 7.5 FTEs (section chief, 2 team coordinators, technical person, hydro expert, engineer expert, 0.5 guidance development expert, and database position (if not in Business Section)). Hazardous Waste Section to consist of 6 FTEs (section chief, haz waste coordinator, chemist technical expert, nonmetallic mining, 0.5 metallic mining, 0.5 special waste and position for special projects, rules, guidance, training). Business Section to consist of 9.5 FTEs (section chief, 2 database managers, program assistant, office manager, 0.5 GEMS data manager, web master, owner financial responsibility, IT team leader, outreach team leader). First PDs to be prepared are for the section chiefs. Deb and Mike will write narrative defining central office/regional interaction.
4/14/05	Workgroup Meeting Minutes	Discussed what number should be used for staffing level. Decided to use current numbers. Bureau may lost position in Governor's budget and this will have to be planned in.
4/27/05	Workgroup Meeting Minutes	<p>Waste Management Team's comments on interim status report were discussed: Consider a transition to alleviate anxiety of waste specialists and program assistants. Section chief's need only "general knowledge" of subprograms. Need more emphasis on hazardous waste prevention. Need staff person assigned to budget work.</p> <p>Decided to fill section chief positions competitively. Determine up front what position description changes will trigger need for recruitment. Try to avoid opening process to individuals previously laid-off or lateral</p>

Waste Management Program Redesign Implementation

Project: Program Structure

		transfers. Keep work duties aligned with class and pay of each position. If new positions need to be filled, do all interviews at the same time. A first check showed there may be 3 positions with no existing position description match: recycling technical expert, IT team leader, and outreach specialist. Looks like about a 50/50 split between close matches and those needing significant position description work. A 3 rd core technical group wasn't directed by redesign report – make sure this discrepancy is clear.
4/15/05	Interim Report – Change Program Structure & Operations	The content in this document is limited to bureau structure. (Structure for regions will be accomplished later.) In the near term the program will address the duties of the positions as best we can with current staff complement. It will be important to bring additional skills to the program as positions become vacant. Staff will be realigned into 3 sections. Position classifications will change, but position descriptions will undergo a range of modifications. The intent is to put the program in position to start a deliberate transition towards the ideal state. Continued work of this workgroup will be consistent with the following commitments: relocation of staff will be minimized, some staff may occasionally work across regional lines, hazardous waste licensing will be done by no more than 2 individuals, solid waste plan review will be done by a core review team, hydro and engineering work will be done by a core technical team, specialists will be responsible for no more than two program areas and will not do active landfill inspection work, program assistant roles will be consistent with existing duties, building a culture of achieving environmental performance through beyond compliance tools is a priority. See report for details of staffing in each of the 3 sections.
6/06/05	Workgroup Meeting	